BACHELOR THESIS

MARKETING COMMUNICATION IN DIFFERENT CULTURES (ANALYZING PRACTICAL EXAMPLES)

By

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CHAPTER 1
INTRODUCTION AND PROBLEM STATEMENT

The purpose of this study is to analyze marketing communications for proper understanding of cultural differences and similarities. Different cultures have different way of thinking which influences the process of information. Moreover, every culture has different concept of values, such as time, money, gender roles or relationship. It is very essential to realize these difficulties while trying to attempt communication with different culture, marketing professionals have to recognize that similarities. (Lang, 2005). Many people would definitely agree that communications within different cultures are a lot easier while looking for similarities than differences because those similarities definitely exist.

The major problem is that still many business people do not know how every culture differs from their own one. For these people should be obvious to manage basic differences in order to avoid any misunderstandings and awkward situations. Therefore, I decided to deeply analyze different aspects of marketing communication in many nationalities worldwide.

CHAPTER 2
REVIEW OF LITERATURE

Once, Woody Allen said: "Eighty percent of success is showing up." Most of business people would definitely bear up with this statement. Another twenty percent of success is being prepared. (Lang, 2005). According to Yves Lang (2005), who is a chief sales officer & vice president, sales and marketing at ENLASO Corporation in Denver Area, said that this could be presented as one of the most important key for successful business that are not only high quality products or services but also great marketing communication that will introduce all necessary information about products and services.

What is marketing communication?

It is an active process which task is to move products and services forward in order to sell them. Usually, buyers are very both sophisticated and careful about buying new products and services. Moreover, marketing communication is a relationship between sellers (senders) and buyers (receivers). Both parties concerned are equal partners while dealing.
Nowadays, market is dealing with too many competitors and constant flow of information about offering products and services that make big difficulties for customers to choose from. All can be called like never ending circle; therefore, marketing communication is one of the essential keys for a successful business. For example, if the company wants to sell its products, customers must be informed about products and services in the best and easiest marketing communication way.

How Marketing Communication Works

One of the explanations could be explained based on stimulus response theory. According to this theory which more deeply Money (2000 p.14 - 16) describes in his book, the marketing communication gives an impulse to give an answer directly. Depending on the answer from the response, then the receiver might learn. That learning will lead to assume the response on the further events. Thereby, the message that is sent to receivers should encourage customers to buy new products. Then, if the satisfaction will be equivalent or even better than customers expected from a new products. There is a great chance of positive respond. As a matter of fact, if the satisfaction is reversible, customers might buy the product again.

While developing applicable marketing international marketing communication, marketers are facing two major problems:
1. Every potential customer differs in many essential respects demographically and psychosocially.
2. There is a variation which must be considered in the level of awareness and knowledge of the purposeful audience at some stage. As an effect is that every response to marketing communication is different which will have different influence on both the channels and the context of original message.

2.2 Communication Strategies and Objectives

2.2.1 Marketing Communication Strategy

Communication strategy is the plan that is created and used by marketing communication marketers in order to give essential marketing communication background for making and communicating exchanges possible. It must be pointed out those marketing communication concepts and objectives as outsiders of the social system to which these concepts and objectives are directed. This explains the definition
of the problem and the communication solution (Figure 1.). Varey (2002 p.287 - 288) in his book took a closer look at to define the social system of management of exchanging.

![Diagram: The role of marketing communication](image)

*Figure 1: The role of marketing communication*

**Advantages of Marketing Communication Strategy**

It is hard work to settle marketing communication strategies, but once they are settled, they might bring benefits to our work.

Marketing communication strategy:

- Provides notable activity which allows building up strengths of marketing communication through consistency.
- Helps to determine even better and sharper message which is sent to potential customers at different stages during the process of buying.
- When clear strategic communication direction is settled, then careful planning of every single communication is much quicker and easier.
- Helps marketing communication to save both money and time.
- Helps driving external marketing communication, also provides effective communication strategy at the stage of internal communication. (Smith, Berry, Pulford, 1999 p.80 - 81).

**2.2.2 The SOSTAC Marketing Communication Plan**

Communication presents too many different way of approaching to build up effective international marketing communication. Also, there is not a single form how to approach successful communication but there is SOSTAC Plan that helps managers to sustain marketing communication plan as shown in Figure 2. Before thinking of
effective marketing communication strategy, every communication planning differs; therefore there is a need to determine objectives in order to fit strategy. SOSTAC is easy to apply into communication plan and it means (Smith, Berry, Pulford, 1999 p.80 - 81):

**Stage 1: Where are we now?**
**Situation Analysis**
- How we perform
- Our marketing advantages
- Focus on the best extent with right customer
- Focus on the most efficient channels for communication
- What incurable events might disturb my business

**Stage 2: Where do we want to go?**
**Objectives**
- Business Mission
- Business Objectives
- Marketing Objectives
- Marketing Communication Objectives
- Do our objectives fit practical criteria?

Objectives must be SMART:
S – Specific
M – Measurable
A – Actionable
R – Realistic
T – Time Specific

**Stage 3: How do we get there?**
**Strategy**
- how we want market to divide
- who is our target on the market
- how we want to achieve every segment that is our target

**Stage 4: How do we accomplish the strategy?**
**Tactics**
- Choose communication tool
- Decision of using communication tool
- What to communicate

**Stage 5: Action Plan**
- Who
- When
- What
- How

**Stage 6: Keeping track of progress. Control**
- Do measurements relate to objectives?
- Responsibility
- Frequency
- Resources
- Review
- Actions

---

*Figure 2: The SOSTAC Communication Plan*
2.2.4 Marketing Communication Objectives

What’s more, marketing communication is a systematic study which helps us to make decision and guide our judgments. Logically, all begins with the needs of consumers and customers in order to guide their marketing exchange (Figure 3). Marketing communication must be established, and then communication objectives can be created. (Varey, 2002 p. 2).

Once the marketing communication plan is well defined, there is a crucial moment to settle major communication objectives. Communication objectives always have to fit with marketing objectives. Formulating marketing communication objectives is really important to make marketing communication as effective as possible. There are three categories of marketing communication objectives:

1. **Reach goals** – the main aim is to reach in the most effective and appropriate way targeted group. Therefore, efficient distribution and audience definition is very essential.

2. **Process goals** – the process goals should be established before any communication will take place in order to make the communication effective. The communication should focus on target audience, be appreciated and processed.

3. **Effectiveness goals** – they are the most important goals. As long as reach goals make sure of expositing; process goals make sure of processing the message which makes the effectiveness goals real. (Pelsmacker, Geuens, Bergh, 2007 p. 147).

![Figure 3: Communication objectives](image-url)
2.3 Marketing Communication Process

2.3.1 What is marketing communication process?

It was already mentioned above that marketing communication is an active process between sellers and buyers. Nowadays, market is fulfilled with many offers. Interpretation and communication is very important in order to get customers’ attention. Marketing communication is also a complex process that needs to be recognized by every seller and customer. It means that every person concerned should use some kind of filter command to pick up all necessary information that are needed for another smoothing communication process.

Marketing communication process has changed and marketers have to understand communication process. A few years ago, model of marketing communication process would definitely answer:

- Who
- Says what
- In what channel
- To whom
- With what effect

Since marketing communication has become more complex because international boundaries were opened, we also need complex model of marketing communication process that gives us reliable information. In Figure 4, we can see the model of communication process which has been using recently. Two major elements of the model are sender and receiver, which are crucial part of communication. Then, other two elements message and media represent major elements of the communication process. (Hughes, Fill, 2006 p. 3 - 5).

The Figure 4 shows the simplest model of communication process which describes three basic elements of communication process.

1. Source (sender) – sender sends the message
2. Message itself
3. Receiver – recipient receives the message

Unfortunately, these three elements are too simple. There is a chance that they might not be understood correctly.
In order to avoid any misunderstanding while sending and receiving the message, also there is more detailed communication process. Marketing communication process gives a clear picture how to communicate. Figure 5 shows the communication process which is more complicated but there is smaller probability that any misunderstandings will occur while sending and receiving the message.

1. Source (sender) – the sender as a source sends the message which needs to be encoded in order to clearly understand the main point of the message. Usually it is a company presenting its products and services.
2. Encoder – represents the meaning of the message. Encoder helps to transmit and understand the message for the audience.
3. Decoder – means that the message was encoded correctly and customer understands it.
4. Receiver – audience that the message was sent.
5. Feedback – receiver has a space for responses which are very important for every communication in order to make sure that the main point of the message is understood correctly. (Hughes, Fill, 2006 p. 3-5).
These figures show how the message is sent and received. It is generally used by every company whether it is international or not. Communication process can be also defined as one of the most effective communication tool between companies and customers all around the world. For example, advertisement of any products in newspapers or magazines that are printed all around the world might be a good example of marketing communication process. While reading newspapers or magazines, people are able to see many ads which are disturbed by other ads. Therefore, the message must be as clear and easy as possible to both understand and remember it for a receiver.

2.3.2 International Marketing Communication Process

International marketing communication process is progressing in cultures with different demographic, geographic, technological, political and legislative conditions. Cultural and legislative differences might cause big troubles to companies that try to deal with international market. When dealing on international marketing, there is really necessary to consider influences of cultural features on international communication campaign, influence of legislation on advertisement, support of both sales and favorite media. (Bradley, 2005 p.79).

How marketing communication process differs worldwide

However, marketing communication process is very essential; the message does not have to be as effective as is suppose to be in all cultures. For some people, words might be gloomy so they rather prefer pictures that are able to clearly state the main point of the message. Dr. Edward Hall, who is a respected anthropologist that established various intercultural behavioral schools-of-thought, divides culture into two groups:

- High – context - which depends on nonverbal communication. Asian and Hispanic cultures use high – context. This communication is much complex and deeper than written or spoken message.
- Low – context - use communication by words. Into this group we can stage the United States. (Lang, 2005).

"People raised in high-context systems expect more of others than do the participants in low-context systems. When talking about something that they have on their minds, a high-context individual will expect his interlocutor to know what’s bothering him, so that he doesn’t have to be
specific. The result is that he will think around and around the point, in effect putting all the pieces in place except the crucial one. Placing it properly – this keystone – is the role of his interlocutor. To do this for him is an insult and a violation of his individuality” (Hall, 1989 p. 113).

These two contexts help to better understand why American and Japanese style of marketing communication process is so different. American style of presenting advertisement more likely depends on words which explain product and its special features, and also why this product is so different from others; whereas Japanese communication is based on symbols and indirect verbal communication using "in your face" communication. Japanese style of presenting advertisement communication uses nuances and different scenario, music or other nonverbal communication that make the product different from others. (Lang, 2005).

2.3.3 Factors that influence international marketing process on international markets

- Economical differences
- Legislation differences
- Difference in competitive
- Languages barriers - In the past many mistakes were made by wrong translating from one language to another language. Nowadays, many companies have reached into sophisticated level in order to avoid such mistakes.

Influences of languages:

**Verbal language**

![Figure 6: Simple communication mode](image)
Figure 6 shows the simple verbal communication model. Sender of the message must make sure that his or her message was decoding right in order to provide as effective communication as possible. Also, translating message from different language might be both difficult to translate and sound differently when trying to keep the same meaning.

Nonverbal language

- **Perception of time** – Being on time is very important but also it differs from nation to nation. Time is money; therefore it would be really hard to work with a person who does not adhere to this rule. Now I would like to explain difference between polychromic (P time) and monochromic (M time) using of time. People who are using P time (Japanese) are more open to ongoing meetings, discussions than stick to schedules. On the other hand, M time people (Americans, Europeans) prefer to do things on time. For example, if the first meeting takes longer, they will leave for another meeting in order to be there on time. Moreover, when having meeting with Japanese business people, it is obvious to come on meeting 30 minutes before official time, whereas having an appointment with Arabic people it is normal to be late about 30 minutes. (Novinger, 2001 p.61 – 62).

- **Space between people** – Personal space is very important for every individual because it is unstable. We have to recognize several factors while talking with another person, such as personality, nationality, friendship, etc. Moving closer or further from others, people make themselves socially or physically more or less accessible to others. (Altman, Chemers, 1984 p.106 - 107).

- **Gestures** – This is another non-verbal communication which might cause lots of difficulties among different cultures. Some cultures use more gestures than others. What’s more gestures vary from culture to culture. There 4 variations of gestures:
  1. Symbolic gestures (thumb up, hand shake or salute)
  2. Emphasis gestures while having the speech (waiving with arms)
  3. Face emotion movements (grimace or smile)
  4. Nervous reaction (blinking or moving forwards and backwards)

All these gestures should be controlled and use as effectively as possible in proper time. If they are used in improper time, they might be counterproductive. (Money, 2000, p. 115).
Social and cultural differences – many times global market fails because of misunderstanding between every individual nations. Usually marketing communication fails because of advocating of inconsistent between cultures. People are growing up in one particular culture, and have definitely different values and customs. Therefore, marketing communication process must be downloadable to these values.

Influences on cultural differences:

a.) Values and attitudes – one of the most important researches which were taken by Geert Hofstede in 1981 and 1990 shows those values are extremely connected with cultural differences. International business varies from country to country; therefore. It is essential to know behavior of different cultures. Obviously, people have human instincts, which are not the same. For instance, if the company wants to operate in international market, it usually makes decisions which are basically different in every country. According to Hofstede’s research which gives business people ideas how to operate on international market in order to reduce stress, anxiety and frustrations; therefore, Professor Hofstede created five cultural dimensions. (Geert Hofstede, 2009).

"Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster." Professor Geert Hofstede, Emeritus Professor, Maastricht University. (Geert Hofstede, 2009)

Power Distance Index (PDI) - members of institutions or organizations that are tend to be less powerful, usually expect and accept that power is not spread out equally. This means irregularity from below to above (more vs. less). It recommends that level of irregularity of a particular society is affirmed by followers. Moreover, irregularity and power are significant emphasis of any culture. While dealing on international market, it must be considered that 'all societies are unequal, but some are more unequal than others'.

Individualism (IDV) – individualism vs. collectivism

It represents a degree where every single individual is classified into groups. From individual point of view, it represents a society where relations between individuals are wide. Every individual has to look after her or himself. From collective point of view, society is strongly classified into groups (family, work, etc) which give them
protection. In this case, 'collectivism' does not have any political sense. (Geert Hofstede, 2009).

**Masculinity (MAS) – masculinity vs. femininity**

Another issue that is described is the role between genders. The IBM research showed:

a.) women’s and men’s values differ toward different societies

b.) men’s values also differ from country to country which includes competitive, maximally and assertive differences comparing with women’s value. The assertive equals masculine; whereas modest equals to feminine. Also, masculinity vs. femininity is really important dimension with showing the respect to winner, status and success. For this reason, it is really essential to understand the nations’ dimension in order to provide successful international marketing communication worldwide.

**Uncertainty Avoidance Index (UAI) –** it is connected with ambiguity and uncertainty. Moreover, UAI discusses the Truth that man is searching for. It represents whether members of cultures feel comfortable or uncomfortable in unknown or different situation as usual. Therefore, strict rules and laws, security, religious belief in Truth can avoid minimizing such situations. Furthermore, people from “uncertainty avoiding countries” are really both emotional and motivated with their inner energy. On the other hand, “uncertainty accepting cultures” are more open to ideas that might vary from their own principals. These people are more contemplative and phlegmatic, and do not show their emotions. In the countries with higher UAI, communication is more formal compare to the countries with lower UAI.

**Long-Term Orientation (LTO) –** long – term orientation vs. short – term orientation

The last dimension was researched in 23 countries worldwide with questionnaire which was prepared by the Chinese students. Values connected with LTO are perseverance and thrift, while values connected with STO are respect for both social obligations and traditions. (Geert Hofstede, 2009).

b). **Symbols of colors** – Every color has its specific meaning in every different culture which is strongly connected to the societies’ history. Generally, every color has a vital element that is connected to social, religious, linguistic aspects. All these aspects must be realized in order to provide effective marketing communication. When entering any of international market, managers must know what colors represents for particular country. (Stone, Jacobs, 2007 p.154)
2.4 Marketing Communication Mix

2.4.1 Marketing Communication Mix Tools

Marketing communication mix is changing as 21st century is developing new technologies and strategies in marketing generally. The world’s population is almost 6.5 billions and 400 billion businesses are all around the world. Consumers are booming from every side with new products. Marketing has generally changed from “customer acquisition“ - getting new customers to “customer retention“ – trying to keep customers towards “customer selection“ – getting rid of non-profitable and looking for profitable customers. So it is marketing communication mix process of changing while it has been developing to the form customers know nowadays. (Smith, Taylor, 2004 p. 7-8).

<table>
<thead>
<tr>
<th>The communication mix</th>
<th>The marketing mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Selling</td>
<td>1. Product</td>
</tr>
<tr>
<td>2. Advertising</td>
<td>2. Price</td>
</tr>
<tr>
<td>3. Sales promotion</td>
<td>3. Place</td>
</tr>
<tr>
<td>4. Direct marketing</td>
<td>4. Promotion</td>
</tr>
<tr>
<td>5. Public relation</td>
<td>5. People</td>
</tr>
<tr>
<td>7. Exhibition</td>
<td>7. Process</td>
</tr>
<tr>
<td>8. Packaging</td>
<td></td>
</tr>
<tr>
<td>9. Point-of-sales and merchandising</td>
<td></td>
</tr>
<tr>
<td>10. World of mouth</td>
<td></td>
</tr>
<tr>
<td>11. e-Marketing</td>
<td></td>
</tr>
<tr>
<td>12. Corporate identity</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Shows how the communication mix interprets the marketing mix

The table 1 shows how the communication mix has been developed and interpreted into the marketing mix. To compare and analyze marketing communication mix is very necessary and complex because every culture is so different which must be considered. Main four marketing communication mixes are:

1. Advertising
2. Personal Selling
3. Sales promotion
4. Marketing public relation

There are several weaknesses and strengths of four main mixes which are more explained below.
<table>
<thead>
<tr>
<th>Communication Mix Tools</th>
<th>Weakness</th>
<th>Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>Getting attention of people who are not positional customers or buyers; people do not pay attention to adds while watching TV, so such advertising may be expensive</td>
<td>Efficient way to get attention of many buyers; efficient way to create a successful imagine of the company or products through many accessible media</td>
</tr>
<tr>
<td>Personal Selling</td>
<td>Selling by one person is really expensive; presentation skills will be different from person to person which might not be efficient enough</td>
<td>Salesperson might be even more persuasive and efficient way to target positional buyers, feedback might be given immediately</td>
</tr>
<tr>
<td>Sales promotion</td>
<td>Potential risk of losing loyal customers; easy way copying for other competitors; sales might hurt a company’s brand imagine</td>
<td>Short term reduction of price in order to stimulate demand of products;</td>
</tr>
<tr>
<td>Marketing Public Relations</td>
<td>Cooperation with media might not be working, because PR is huge competitors for media; marketer does not have big influence on message</td>
<td>Total cost is usually less; media-generated message is more reliable while comparing with marketer-sponsored message</td>
</tr>
</tbody>
</table>

### 2.4.2 Advertisement marketing communication in different cultures

Advertisement is one of the most important communication tools that marketing communication mix uses. And it can be defined as “all forms of paid non - personal communication through the mass media of ideas, goods and services by an identified sponsor.” (Koekemoer, Bird, 2004 p.11). Generally, advertisement has a big influence on consumers; therefore, it must be powerful, persuasive and prospective enough. Creating an effective advertisement to convince consumers to buy products and services might be challenging for many international companies to expand their interests.
Objectives of Advertising

To set up reasonable advertising objectives; the company must know what is a target to be achieved. If it is known, advertising can be as followed:

- Provide information
- Modify reception
- Create wish
- Produce connections
- Suggest
- Illustrate
- Persuade to buy

So the point which has to be made is that advertisement objectives make firstly sales and then profits. (McDonald, 2007, p. 546 - 547).

While dealing on international market, marketers must be aware of many differences between every single nation. The list of seven main differences must be considered while planning international advertisement.

1. Language differences
2. Consumption differences
3. Market segment differences
4. Products and services usage differences
5. Social and economic criteria differences
6. Marketing conditions differences
7. Marketing opportunities differences

Even though the list of differences is quite narrow, there are still some differences which can cause some problems due to cultural differences. In order to perform effective international advertisement, there is a need of deeper research in order to avoid any misunderstandings or failures.

- Every language is different in the sense of specifications and translation; therefore, wrong understanding of these specifications and translating might cause major problems while entering a certain market. Translating form one language to another one is very tricky because words might have literally different meanings. (Money, 2000 p. 31 - 33).
- Consumption differences also vary from nation to nation due to the fact of constitutional differences, such as differences in business and governments’ codes, law, regulations.

- Different usage of products or services and social and economics criteria is also different in every culture which might cause some complications that coherent with international consumer decision process.

- International advertising is deeply influenced by various differences which should be major concerns of marketers before entering international market. It could be said that advertising has still some limitations while some researchers claim that many products are becoming global products, such as Levis jeans, Coca-cola, etc. Only some of them are really global products, but not all of them. Many international companies try to centralize advertisement which gives them to take control over the message. Advertising relates to national culture, social and economical structure, consumer behavior, humor which cannot be translated in the same way as the original. (Money, 2000 p. 31 - 33).

### 2.4.3 International Personal Selling

According to American Marketing Association which says that personal selling is oral presentation of the product for the purpose of selling the product. According to Kevin Corcoran who is a Vice President of Marketing for an international training company, said about an international personal selling: “Selling skills are pretty much the same across all cultures. The abilities to listen, ask the right questions, and probe for needs are necessary in any country.” (Money, 2000, p. 142). So the skills for personal selling might remain the same all around the world, but the strategies which must be taken are different from nation to nation. The whole world is treated as one big market in order to perform.

A successful key of international personal selling is knowledge about culture and choose a matching product and knowledge generally. Seller and buyer must understand each other very easily. Seller has to give a clear presentation about the product in order to persuade buyer to buy the product. Such international offer must bring efficient and effective personal selling. All marketers should consider following: (Mühlbacher, Leih, Dahringer, 2006 p. 548 - 549).

- Appropriate using of language
- Local market and regulations
2.4.4 International Sales Promotion

The first idea that will come up while talking about international promotion is an activity that promotes international brands, such Pepsi, Coca-cola, etc. However, even better explanation of international promotion describes an activity that is created in one country and then spread off to different countries. When marketers want to create an international promotion, then it should arise in more countries but it does not have to be at the same time or in the same form as original. (Mullin, Cummins, 2008 p. 274).

Sales promotion can be identified as a short-term marketing communication that tries to get attention, suggest interest and motivation of potential customers and consumers. All sales promotion has one major goal to suggest sales. Sales promotion is quite important activity in many companies. Expenditures of sales promotion have passed advertisement expenditures. (Muhlbacher, Leish, Dahringer, 2006 p.640 - 642).

Sales promotion activities of international market and its frequency have increased during last years. The sales promotion targets are commonly used in international market are communication targets and objectives.

**Targets of sales promotion**
Sales promotion usually focuses on one of three targets that can be: customers, staff and intermediaries.

**Objectives of sales promotion**
One of the sales promotion objectives is to inform the audience about the company’s products and activities. These activities should be undertaken in order to “encourage trial purchase” by future consumers and “stimulate repeat purchase.” (Muhlbacher, Leish, Dahringer, 2006 p.640 - 642). There are several factors that influence which sales promotion to choose. Usually these factors are more universal; therefore, they should be considered regardless of the market where the company wants to operate. The first factor is the fit factor of sales promotion tool into marketing communication objectives of the company and its product.
2.4.5 International Public Relations

The main role of public relations is to build up a good relation with public, to build up the company’s reputation and imagine. Public relations became one of the most important hierarchies in most international companies as a part of marketing communication. However, public relations describe other department, such as communication, public affairs, corporate affairs, corporate communications, etc. It is pretty hard to define public relations as one method but it offers to managers and directors to follow one or more activities that involve:

- Publicity: looking about a good reputation about the company.
- Media management: keeping up long-term relation with media.
- Counseling and research: following public opinion.
- Internal marketing: controlling a long-term relationship with the company’s employees.
- Financial relations: keeping good relations with stakeholder.
- Crisis management: managing the company’s response.
- Community relation: controlling the company’s relations with the local corporate.

Public relations are meant to be one of the most powerful marketing communication tools within the company. However, there are not specific models which can be implied because every company has different needs which must be set up individually. (Egan, 2007 p. 246 - 247).

CHAPTER 3
METHODOLOGIES

For this research, I will use the development method which will help me to deeply analyze marketing communication in different cultures based on many thoughts and articles written by scientists who are specialized in this field.

CHAPTER 4
RESULTS

4.1 Analyzing Low – Context and High – Context Cultures

Low – context cultures and explicit communication:

The message that is sent to sender is “digital” and is able to be translated into “bytes.” For example, Swiss people are known for talking literally and their low –
context communication. This could be easily connected with non-verbal communication implying time precision. For instance, when patients arrive bit late for the appointments, they have to pay penalties and get another appointment if a doctor is already busy with another patient. This is an example of respect and exactness of rules. Swiss can be put the group where the social system is very well organized and is profitable for all people. Appointments are the example of low-context cultures considered literally. Other cultures that are considered as low-context cultures are Americans, Canadians, Germany, Austria, Australia, New Zealand, etc. (See Table 3, below). (Usunier, Lee, 2005 p. 376 - 377).

Context of communication is usually connected to whether language conveys facts and ideas explicitly. For example, Japanese people do not focus on being precise compare to French or English. Explicit of pronouns are not expressed so well in Japanese than in French. Moreover, in Japanese language both written and spoken words have usually more meanings; therefore, it is necessary to provide context in order to clearly explain the meaning. Japanese usually briefly write on their hand the “kanji” (ideographs) what they are trying to say in order to make all clean.

Furthermore, it is a mistake to think that some languages are vacant and some precise because the languages all around the world are more complex as they seem to be. For instance, German has too many verbs which have different meanings. The verb *absetzen* has many meaning, such as to deduct a sum, to deposit, to stop, to sell goods, to take off, etc. Another example of a complex language is Finish language, which has very special structure. The Northern languages are well known for their explicitness. They have 16 cases where prepositions can be replaced. (Usunier, Lee, 2005 p.376 - 377).

High-context cultures:

High-context cultures usually address deeper issues. Among high-context cultures, there could be included cultures from Latin America, Japan and the East Europe. Context in Japanese language play quite important role. One of the examples can be considered politeness, manners, and the way of speaking that are influenced by 20 different forms, such as sex, age, the position of speakers and the social position. The world “no” in Japanese language actually does not exist but “yes” sometimes can mean “no.” Moreover, in Japanese language there are 16 ways how to prevent to say “no.” The interval of potential solutions might vary from doubtful “no” to significant “yes,” counter questions, tangential response, silence, excusing, such as sickness,
criticizing, delaying answers, such as “No, but… or Yes, but…,” apologizing, etc. Therefore, while dealing on Japanese marketing business people have to make sure whether Japanese “no” is really “no” and ”yes” means “yes.” (Usunier, Lee, 2005 p.376 - 377).

High – context cultures can fairly easily communicate without any good comprehensive of the partner. Impersonal communication, such as example of American way of dealing, is not typical way of dealing for countries with high – context because these people are less controversial and more social oriented.

![High Context Cultures – Low Context Cultures](image)

*Table 2: Low Context – High Context Cultures*

### 4.2 Analyzing International Marketing Communication Factors

The factors that are named in previous chapter play a big role in marketing communication mix. Language barriers might cause awkward situation; therefore, it is essential to make research before entering the market. The fact is that every culture has significant words that should be use carefully in order to give meaning. (LANG, 2005).

For example: translating from English language into Romanian languages is necessary to have about 25% space more and 30% space more while translating from English to German language. Moreover, in Asian countries, such as Thailand or Japan, language is changing depends who talks. Thailand affixes used by women differ from these affixes used by men. In Japan, the level of formal language differs from sex and social walk of speaker. For these reasons, language barriers are very crucial parts of marketing communication process.
Another example could be examined from Arabic countries where people read from right to left. To provide an example, I chose an advertisement for cleaning capsules. It would not be very impressive to see how a clean T-shirt is getting dirty; therefore, Arabic market must be carefully analyzed before.

Wrong translation might cause awkward situations like the example of Coca-Cola when the company renamed the soft drink into Ke-Kou-Ke-La in Chinese language which means “female horse stuffed with wax” or “bite the wax tadpole” depends on dialect. Such a mistake is not acceptable for this company which operates all around the world. When the mistake was found, Coca-Cola was renamed into Ko-Kou-Ko-Le which is the closest expression of “happiness in the mouth.” (Kimmel, 2005 p.89).

- Nonverbal communication is also very important; therefore, I would like to pay attention to several nonverbal communication tools and explain those comparing different nations. For example personal space is very important; therefore, business people should recognize these differences among different cultures. So let’s think about situation like at the airport while waiting for boarding. If there are more seats available, people usually do not seat right to each others. They prefer particular space about 3 meters between unknown people as shown in Figure 7 below. Also, we know many “distance phrases, such as: “She was breathing down my neck,” “I keep her at arm’s length.” (Altman, Chemers, 1984 p.106 - 107).

Moreover, every person is surrounded by the “invisible bubble” as shown in the Picture 2 which must be respected. For example:

- The Northern Europeans keep their distance from others.
- Spanish, Italians, Greece people, French make this “bubble” smaller, so the distance among people is more intimate compare to northern cultures. (Hall, Hall, 1990 p.10).
• German people are extremely sensitive about their space, such as keeping physical distance in sense of closing doors, private rooms, heavy walls, etc.

\[ \text{Figure 7: Personal distance} \]

• Keeping personal distance is somehow different for English people. Keeping physical distance is not as important as for Germans. Furthermore, English people prefer somehow psychological distance by using verbal or nonverbal communication, such as eye contact, intonation of voice, etiquette, which are well know from old English history. English people are well known for their conservativeness.

Comparing personal space might be tricky because also differs from person to person

• Latin, Middle East and Mediterranean - these nationalities are described as highly sensory cultures which mean that they prefer really nose to nose and touching conservation.

• North America, these cultures prefer personal contact while communicating than many other cultures as Northern Europeans. They do not prefer close physical contact. If somebody is too close, they might think that they are in danger. Personal distance is also different between Blacks and Whites in U.S. Blacks prefer greater personal space than Whites. (Altman, Chemers, 1984 p.106 - 107).

Determining people from different societies bring different results. Also, average usage of gestures differ from nation to nation; even though, there is a small
difference as shown in Figure 6 between three different cultures India, Denmark, China. (Yammiyavar, Clemmensen, Kumar, 2008).

![Figure 8: Three different nations using gestures](image)

The Figure 7 shows how often these three nations use hand and head gestures. Eastern nations Indians and Chinese prefer hand and head gestures are not tenable. On the other hand, Danish is considered as a western nation is using hand and head gestures more than Eastern cultures. Indian people are using body language more while having conversation compare to western cultures.

![Figure 9: Average use of hand and head gestures compared with three cultures.](image)
Another factor that has to be mentioned and more explained is social and cultural differences. One of the examples of business communication between the Western countries (USA) and Middle countries is negotiating. The main objective for Western countries is working with target in order to reach common agreements and understandings. Shaking hands is pretty common in these countries after the successful agreements of parties involved which lead to new common business work. On the other hand, negotiation in Middle Eastern countries leads to the common agreement; however, the agreement is not accomplished completely though. The more serious and important negotiations are in their early development. This is a fact of cultural differences which is very important while dealing on international market. (Geert Hofstede, 2009).

As Hofstede’s five cultural dimensions were explained in previous chapter, Table 3 below shows dimensions in particular religions. (Adekola, Sergi, 2007 p 167 - 168).

<table>
<thead>
<tr>
<th>Region/County</th>
<th>individualism-Collectivism</th>
<th>Power / Distance</th>
<th>Uncertainty/ Avoidance</th>
<th>Masculinity-Femininity</th>
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</thead>
<tbody>
<tr>
<td>North America (USA)</td>
<td>Individualism</td>
<td>Low</td>
<td>Medium</td>
<td>Masculine</td>
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<tr>
<td>Japan</td>
<td>Collectivism and Individualism</td>
<td>High and Low</td>
<td>High</td>
<td>Masculine/feminine</td>
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<td>Anglo</td>
<td>Individualism</td>
<td>Low/medium</td>
<td>Masculine</td>
</tr>
<tr>
<td>Germanic: West Slavic, West Urgic</td>
<td>Medium Individualism</td>
<td>Low</td>
<td>Medium/high</td>
<td>Medium/high Masculine</td>
</tr>
<tr>
<td>Near Eastern: Balkanic</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Medium masculine</td>
</tr>
<tr>
<td>Nordic</td>
<td>Medium/high individualism</td>
<td>Low</td>
<td>Low/Medium</td>
<td>Feminine</td>
</tr>
<tr>
<td>Latin Europe</td>
<td>Medium/high individualism</td>
<td>High</td>
<td>High</td>
<td>Medium masculine</td>
</tr>
<tr>
<td>East Slavic</td>
<td>Collectivism</td>
<td>Low</td>
<td>Medium</td>
<td>Masculine</td>
</tr>
<tr>
<td>China</td>
<td>Collectivism</td>
<td>Low</td>
<td>Low</td>
<td>Masculine feminine</td>
</tr>
<tr>
<td>Africa</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Feminine</td>
</tr>
<tr>
<td>Latin America</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Masculine</td>
</tr>
</tbody>
</table>

*Table 3: Hofstede's Dimensions*
Now, I would like to take a closer look at two different countries from different regions to show how these dimensions differ from culture to culture as also shown in Figure 8 below.

Power distance is the lowest value of 34 in Switzerland which represents that the distribution of power is quite equal in the country. While, power distance represents the second highest value of 80 in China. So, wealth and power does not equal within the culture. However, power distance might be rather accepted by Chinese as forced to people. (Geert Hofstede, 2009)

The second highest value is Individualism at 68 compare to China of 20 which means that Swiss people are rather individualistic and prefer their individualism but take care of their family and themselves too; whereas Chinese people prefer collectivism and strong relationship to their family.

According to Hofstede Dimension the highest value of 70 represents Masculinity compare to China with the value of 50 which is high too (also compare to the average of 50 and 59 worldwide and Europe respectively). Such a high value represents polarization between men’s and women’s values in Switzerland. It implicates high differences between genders where males are assertive and competitive compare to females. Moreover, this relationship fosters even better assertiveness for females.
Uncertainty Avoidance at 58 represents that Swiss population tolerate the level of uncertainty. Also, Chinese people tolerate the level of uncertainty with the value of 30. Both cultures are accepting unusual ideas that life brings as it goes and also they have less strict rules compare to these countries with much higher Uncertainty Avoidance.

Chinese has the highest value of 118 for Long-term Orientation which indicates that Chinese population is time perspective. (Geert Hofstede, 2009)

Also, I would like to present these Dimensions in different countries that I chose from all around the world to show the cultural difference in a sense of Professor Hofstede’s five cultural dimensions as show in Figure 9. (Adekola, Sergi, 2007 p 167 - 168).

International marketers must be aware of every single factor that might influence the company’s reputation in different international market. Many companies do not consider colors as an important factor on international market but consumer behavior is strongly connected to this factor due to history.

**BLACK**

In Chinese cultures, it color represents heaven. In history, people thought that Tain Di (heavenly emperor) is close to the North Star. For this reason, black from all colors is considered as the color of the king. (Stone, Jacobs, 2007 p.154).

In western countries black means mourning.
In Chinese cultures, blue color presents the spring when everything is overflowing with vitality and vigor; whereas in Iran, blue means depravedness and in Egypt means mourning.

**RED**

Red color still symbolized good destiny and happiness to the Chinese people. Nowadays, red color has different meaning while the Chinese Communist Party has power. Now red color symbolizes blood, violence, danger and radical actions.

**WHITE**

White color is the color of multiple things. In ancient times, white color symbolized brightness, the purity of nature and fullness. In Japan, Hong Kong and India the white color represents death.

**YELLOW**

The color is centered in the middle which symbolizes the earth. Also, yellow is considered as the color of the center and neutrality. In Saudi Arabia represents power and straightness. In Mexico and Taiwan means death.

### 4.3 Analyzing practical examples in different countries

#### 4.3.1 Analyzing Marketing Communication Strategy of Coca-Cola in UK

Now, I would like to analyze how marketing communication strategy of the Coca-Cola Company differs in different cultures according to the SOSTAC marketing communication plan.
**Business Objectives**

The company gave its shareholders some objectives at the end of 2001, which are:

- increase soft – drink growth
- enlarge beverage brands in order to increase profitable growth
- increase capability and profitability at the same time with the partners
- investments to all potential areas in various markets
- leading of cost – effectiveness in all areas that these objectives are implemented

**Marketing Objectives**

Sales of Coca – Cola represent about 12% in UK from the whole Europe. The UK is one of the country where Coca – Cola is a brand of millions dollar; therefore, marketing communication strategy generally is really important in order to be as effective as possible. But the company wanted to represent even larger part of the
market; therefore; it had to increase sales of its products by 3% in following 6 months and total of 5% in following 12 months. (NEUEZ, 2003).

However, the product was more or less consumed at home; therefore one of the most important marketing objectives in UK Market was to increase “impulse buy” about 15% in the following 12 months. The result of greater demand in pubs, clubs, etc if Coca – Cola would bring satisfaction of stockholders so the market shares might improve by 10% in following 12 months.

**Communication Objectives**

- Improving awareness of the product about 5% in following 6 months. As it was mentioned above already that Coca – Cola is a brand that is well know in UK; therefore, it would be even harder to achieve this objectives.
- Putting emphasis on different products of the company and comparing them with competitors which help the company’s management to increase a different awareness by 20% in following 12 months.
- Putting emphasis on the brand values.
- Maintaining information about preferences among all consumers. Coca –Cola was a leader company on UK market but if it wanted o keep its position, the management had to reinforce its position in leading customers. (NEUEZ, 2003).

4.3.2 Analyzing Marketing Communication Strategy of Coca-Cola in India

Coca – Cola was leading soft drink on the Indian market till 1977 when the government announced to change the formula under the Foreign Exchange Regulation Act (FERA) which took care of foreign firm. After 16 years of absence, Coca – Cola return back to India where the company’s rival PepsiCo was a leading soft drink company there; therefore Coca – Cola had to create effective marketing communication strategy to become a leading soft drink brand on the Indian market again. (Coca Cola India, 2004).

**Marketing Strategy**

Douglas Daft who is a Coca – Cola CEO, said, “Think local, act local,” which means that a global marketing strategy would not fit local marketing strategy. In 2001, the company revalued its possibilities to become a leading brand on the market; therefore, it focused on capitalization of potential growth in rural areas particularly.
This new strategy had to focus on marketing communication in customers’ insights acknowledging that India had two different markets: urban vs. rural areas. (Coca Cola India, 2004).

In rural areas, these areas are undeveloped so it was pretty crucial for the company to develop its soft drink on such market, whereas in urban areas where the brand was pretty developed, the task was clear and narrow – to make position of Coca-Cola even stronger.

**Marketing Communication Strategy:**

*India A: “Life ho to aisi”*

“India A” represents large towns and metropolitans areas that represents 4% of the Indian population gave Coca-Cola marketing segment found social bonding and responded to the message that celebrated people’s economic and social freedom. Also, the message that was spread out “Life ho to aisi” means “Life as it should be” represents the success that Coca-Cola addressed to its consumers.

*India B: “Thanda Matlab Coca-Cola”*

Another marketing communication strategy that might have brought a great success was to reach another 96% of Indian population in rural places and small towns. The marketing segment that was used “out-of-home thirst-quenching” and also the idea of soft drink was undifferentiated of those people living in rural areas. (Coca Cola India, 2004).

Another marketing communication strategy that Coca-Cola India used was investing money to effective infrastructure distribution which enabled the company to increase its sales in rural areas from 80,000 in 2001 to 160,000 in 2003, which led to increase market incursion from 13% to 25%.

**Advertising and Sales promotion objectives**

Coca-Cola India advertisements and promotion created the marketing communication plan using Indian language and its idiomatic expressions, such as “Thanda,” which means cold or cool as can bee seen on the picture below. So the expression “Thanda Matlab Coca-Cola,” literally means “Coke means refreshment.” This expression was addressed to both primary segment of this cold refreshment and providing position on the market at the same time as a “Thanda.” The results were incredible for the company because the “Thanda” campaign brought victory for Coca-Cola.
Cola India of Advertiser of the Year and Campaign of the Year in 2003. (Coca Cola India, 2004).

4.3 Analyzing Marketing Communication mix

Advertisement in different cultures

![Figure 12: Comparing differences in advertisement worldwide]

- French, Germans and British regarding to advertisement are positive to everyday life
- British people prefer humor in advertisement and low of information, credibility and understandability
- French consumers prefer less entertain and humor in advertisement compare to British but higher low of information
- USA consumers like emphatic ad of the product and direct request to audience
- USA advertisement provides less information compare to French – Canadian, Spanish, Irish, Japanese
- British advertisement provides even less information compare to USA
- Germans are in favor of less humor in ads; however, they like emotions and reasonable high low of information
- Chinese consumers are pretty pragmatic – from product to audience
- Turkish advertisement is rather persuasive supported by traditional Turkish values of advertisement
Cultures with higher uncertainty of avoidance (most European countries, Japan, USA) prefer more information than cultures from lower uncertainty of avoidance (Singapore, Jamaica) (Usunier, Lee, 2005 p. 415).

Regulations of advertisement in different countries

When doing advertisement in some different country, marketing professionals have to remember the factors that have been already mentioned above. Not even great marketing communication process is essential, but also strategy how to make advertisement even more powerful is one of the successful keys. For example:

- France and Belgium – advertisement for alcoholic drinks must involve the sentence “use carefully. “ Moreover, European countries are adopting legislations of advertising tobacco and alcohol. (Kotler, Amstrong, Wong, Saunders, 2008 p.759)
- The Muslim countries and India are prohibited to be advertised.
- China – strict prohibition to advertise any alcoholic drinks and tobaccos, exceptions are hotels where many tourists are coming in. China is known for its TV and radio prohibition rules. The words, such as the best are strongly banned because they “violate social customs” or “improper way” of presenting woman. (Kotler, Amstrong, Wong, Saunders, 2008 p.759)
- The Netherlands and Belgium – advertisement for chocolate has to involve toothbrush.
- The Great Britain – advertisements for some sensitive products, such as female hygienic insertion and condoms are prohibited since 1986. Nowadays, this kind of insertion is allowed, but not during the time when whole family is watching television and also cannot involve any information that might offend any genders.
- Germany – strong prohibition against claiming superiority.
- The Muslim countries – prohibition of revealing women’s body (ads for deodorants). (Dorf, 1999 p.223)

Sales Promotion in different cultures

Sales promotion also can be described as a short – term marketing communication which main role is to get potential consumers’ attention, suggest
interest and motivation. Sales promotion are being used worldwide in some forms, such as coupons, sort of reduced – price coupons or gifts.

Using of coupons is getting bigger part of consumers’ everyday life. Generally, coupons are very popular among Americans which consumers bring to retail shops in order to get a discount on the product. Such sales promotion is getting more popular in Italy recently, while decreasing in Spain and UK. Meanwhile in Japan, people do not use coupons due to the government restrictions. Also, coupons are getting accepted in Greece, Holland, Switzerland and Germany. Although, the EU Commission is already working on a policy of using coupons as sales promotion across the European Union which might bring even greater usage of coupons. (Kimmel, 2005 p.100 - 101).

Moreover, sales promotion is still influenced by cultural values. According to Kimmel’s (2005 p.100 – 101) research about consumer behavior toward sales promotion showed that there are substantive differences between Malaysia, Thailand and Taiwan. According to this research, consumers from Taiwan are in favor of coupons compare to sweepstakes and are not embarrassed to use them. Sales promotion are not influenced; although, Thais and Malaysians are not in favor of sweepstakes rather than coupons.

CHAPTER 5

DISCUSSIONS, CONCLUSIONS, RECOMMENDATIONS

The factors that have been deeply described and analyze in previous chapters are getting more complex. These factors take a high responsibility for effective communication which might lead to many misinterpretation and misunderstanding. The first example that is mentioned in previous chapter is language differences. One of the examples is Coca – Cola translated into Chinese language which led to of wrong translation result. The Coca – Cola Company is the international company and such mistake is not acceptable for such company. Obviously, the management did not make deep search about Chinese language and its dialects. I think that the company has enough sources and qualified employees whether in China or outside of China to make sure that the expression that the company wanted to use was right. Some Chinese consumers, mainly female population might have taken as an offensive. While I was analyzing different cultures, Chinese consumers are pragmatic about advertisement. The company might have lost many consumers because of this mistake, but also it might have lost a reputation which was built through successful advertisements and
good marketing communication strategies all around the world. Therefore, I would recommend making research in order to make sure that the advertisement campaign that any company want to use is translated correctly and will not cause any harmful damage.

On the other hand, Coca – Cola was really successful in Indian market where the company reached great success. Between 2001 – 2003, Coca – Cola noticed 37% growth in rural areas in 2003 and 24% growth in urban areas. Coca – Cola as the first company went deeper in rural places in India which made this soft drink very popular among people. The company has a great and successful image; therefore, the company still must make sure about its quality. I would recon to keep on this truck because as we can see that the company decided for the local advertisement which brought great opportunities to introduce the drink in rural places.

Another factor which is deeply analyzed in previous chapter is cultural differences. Some people might think that it is not as important as it seems to be. However, most people believe in their cultures and values. For these reasons, cultural differences have a huge impact on marketing communication. For discussion, I chose personal space. Why it is important? Well, I do not like when people I really do not know is standing close to me because I do not know what this person is expecting from me; therefore, I rather keep the distance from people I do not know that well. That is the way that many people think. For some cultures are more common when they are standing close to each others; on the other hand, for some other cultures, this situation might be unusual. It is important to have knowledge how cultures think of personal space. However, this personal space depends on every individual person, so I would recommend to always keeping the distance in order to make sure that others feel comfortable. After, we know this person better; we are able to make closer distance.

Professor Geert Hofstede provides another point of view about cultural differences. He deeply analyzed these differences in his studies. According to this study, I am able to conclude that every society both acts and thinks differently. While doing business in different country, managers have to keep in mind things that are obvious for their cultures, but might not be so common for other cultures. He explained these differences in two totally different cultures: Swiss and Chinese. These cultures have nothing in common, once their differences are recognized; it is easier to provide effective marketing communication. Take some differences from different point of view; Switzerland is a democratic country where people have their freedom to choose
from. While China is one of the last Communist country where people are strictly controlled by the government and do not have such freedom. These are facts that most people do know, so I think they represent all I want to say. There is only one recon that will definitely work. If a Swiss’s company wants to operate on Chinese market, it must have some knowledge about Chinese culture and values to avoid any misunderstanding due to cultural differences and vice versa.

Now I would like to discuss about marketing communication strategy that Coca – Cola UK chose to target its objectives. Coca – Cola is a company that does not need too much introduction. The company’s challenge was to increase its sales and wanted to represent even larger part of the UK’s market. What I really liked about its strategy that the company clearly stated its objective and deeply focused on them. Such well prepared strategy definitely helped the company to achieve its target by “aggressive” advertisement in UK. Now, I would like to discuss more about its targets.

**Targeting of youths using celebrities:**

Nowadays, young generation is strongly influenced by the internet; therefore, the company had to come up with strong and persuasive idea. And it worked. It decided to sponsor a new pop star singer Avril Lavigne that time. She had a potential of being famous worldwide which is true now.

**Targeting males by advertising sports events:**

Sport is very popular generally. Coca – Cola has a reputation of sponsoring many of sport events. British people are big fans of tennis, football or rugby. What’s more, the company supports English Premier League which is one of the greatest advertisements.

**Targeting young adults in pubs and night clubs:**

One of the most important marketing objectives was to increase sales in pubs and night clubs. The company had to focus how to achieve this objective. I would recon to make special deals which consumers like a lot, such as making promotion Whisky&Coke, Vodka&Coke, etc.

**Targeting large audience by advertisement on TV and cinema**

The company wanted to get attention of young people; therefore, it decided to put effort on a TV campaign. One of the advantages is to avoid any messiness in association with spot advertisement.

**Targeting elderly people by advertisement in press**
Generally, there are more groups of audiences that are objectives: young and older people, and male and female. The advertisement must be divided according to preferences of each individual group that is targeted. Young people prefer to read magazines both fashion and gossip, such as Hello!, Ok!, Now; whereas, older people prefer reading some serious newspapers or about health.

After all, the company decided for local advertisements in different countries because every culture is different and it is difficult to make one international advertisement that would suit to most cultures which was great idea to focus on local values. These ads might be even more powerful.

Marketing Communication Mix

Marketing communication is important mediating process which influences the demand of products on international market. Nowadays, marketing communication is far more complex that ever before; therefore, it is more that important for every company to realize its crucial part while dealing on international market. Careful and well planned marketing communication mix is not able to assure success. Advertisement represents one of the marketing communication mixes. Generally, advertisement has a big influence on consumer behavior and it differs in most of the countries. Back to Figure 10, we can clearly see what type of advertisement is more preferred. For example: British and French prefer totally different kind of advertisements. Advertiser must be really careful to make successful and effective advertisement to suit both British and French consumers. Moreover, every culture has some regulations which must be respected in order to respect their values and cultures. For example: in Muslim countries is strong prohibition against eating pork and beef due to their Koran. It is example which is well know and does not have to be deeply searched but there are more restrictions which, such as for Europeans or Americans do not have to be that common. In order to avoid any criticism, any company has to put effort to obtain information that might damage the reputation.
MARKETING COMMUNICATION IN DIFFERENT CULTURES (ANALYZING PRACTICAL EXAMPLES)

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(Date)
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**Table 1**: Shows how the communication mix interprets the marketing mix


![High Context Cultures vs Low Context Cultures Diagram](image_url)

**Table 2**: Low Context – High Context Cultures

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<tr>
<td>Germanic: West Slavic, West Urgic</td>
<td>Medium Individualism</td>
<td>Low</td>
<td>Medium/high</td>
<td>Medium/high Masculine</td>
</tr>
<tr>
<td>Near Eastern: Balkanic</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Medium masculine</td>
</tr>
<tr>
<td>Nordic</td>
<td>Medium/high individualism</td>
<td>Low</td>
<td>Low/Medium</td>
<td>Feminine</td>
</tr>
<tr>
<td>Latin Europe</td>
<td>Medium/high individualism</td>
<td>High</td>
<td>High</td>
<td>Medium masculine</td>
</tr>
<tr>
<td>East Slavic</td>
<td>Collectivism</td>
<td>Low</td>
<td>Medium</td>
<td>Masculine</td>
</tr>
<tr>
<td>China</td>
<td>Collectivism</td>
<td>Low</td>
<td>Low</td>
<td>Masculine feminine</td>
</tr>
<tr>
<td>Africa</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Feminine</td>
</tr>
<tr>
<td>Latin America</td>
<td>Collectivism</td>
<td>High</td>
<td>High</td>
<td>Masculine</td>
</tr>
</tbody>
</table>

*Table 3: Hofstede's Dimensions*

BIBLIOGRAPHY


ABSTRACT

Topic: Marketing Communication in Different Cultures (Analyzing Practical Examples)
Key words: Analyzing International Marketing Communication

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The main purpose of this paper is to deeply analyze marketing communication in different cultures.

The introduction of this paper is to give general information about marketing communication and presents the main problem of international marketing communication.

Another chapter of this paper presents the theoretical explanation of marketing communication strategy. The part of this chapter also covers and explains the SOSTAC Plan, which helps to improve marketing communication plan and its strategy. Another part of this paper is explanation of marketing communication process. One of the most important parts of this chapter is focusing on cultural differences, language differences, etc. These differences complicate international marketing communication because every nation is special and unique. Moreover, marketing communication mix is more detail explained, such as advertisement which has big influence on people’s behavior.

According to information from scientists and specialists in this field, I could create the analyzing part. Furthermore, the bigger part of this chapter, I focus on cultural and language differences in different cultures. For example, the international company Coca – Cola can make a mistake in marketing communication. Also, already mentioned the SOSTAC Plan I use it for analyzing Coca – Cola UK marketing communication strategy where the company’s achievement was to increase both sales and market share in UK. Advertisement is also very important part of international marketing communication which has great influence on people; therefore, every international business has to make sure to adopt all mentioned differences.

After deep analyzing of marketing communication, I can conclude that much international communication has to be improved in order to provide even more effective marketing communication.
Téma: Marketingová komunikácia v rozličných kultúrach (rozbor príkladov z praxe)

Kľúčové slová: Podrobne skúmanie marketingovej komunikácie

Študent: Jana Scerbova
Vedúci BP: doc. PhDr. Ivan Žáry, PhD

Hlavným zámerom tejto zaverčnej bakalárskej práce je zistiť ako sa marketingová komunikácia líši v rozličných krajínach.
V úvode tejto práce sa zaobierá CO je to marketingová komunikácia vo všeobecnosti a uvádza hlavný problém, ktorý sa vyskytuje najčastejšie pri medzinárodnej komunikácii, ktorým je slabá informovanosť manažérov a businessmenov o rôznych kultúrných rozdieloch na základe čoho sa každý národ rozlišuje.

Literárna časť tejto práce obsahuje teoretické vysvetlenie marketingovej komunikácie, komunikačných strategií a cieľov. V tomto časti sa podrobne vyšetruje marketingová komunikácia v študíu rôznych rozdielov ako sú kultúrne rozdiely, jazykové rozdiely, a pod. Tieto rozdiely komplikujú marketingovú komunikáciu, pretože každý národ je unikátny a musí mu byť prispôsobená aj marketingová komunikácia. V literárnej časti som sa venovala aj marketingovému mixu, ktorý tvorí reklama, ktorá má veľký vplyv na ľudí.

Na základe zbierania informácií od autorov a znalcov v tejto oblasti som mohla vytvoriť analýzu na konkrétnych národoch a ako sa každá kultúra líši. Najviac som sa zaoberalá kultúrnymi a jazykovými rozdielmi a ako vplyvajú na marketingovú komunikáciu v jednotlivých krajínach. Napríklad aj taký podnik ako je Coca – Cola sa môže dopustiť veľkého zločinu prešľapu, a preto analýza cudzej kultúry je ďaleko potrebná na uskutočnenie úspešného marketingovej komunikácie. Už spomienaný SOSTAC plán som využila na analýzu podniku Cica – Cela v Anglicku, ktorý chcel zvyšiť svoj predaj a takisto aj podiel na trhu. Reklama je ďalšia významná marketingová komunikácia, a preto som sa venovala ďaleko podiel na marketingová komunikácia v cudzej krajine a preto musí dbať na dodržanie rôznych kultúrnych či jazykových rozdielov, ktoré existujú medzi jednotlivými národi.

Po tejto analýze, môžem skonštatovať, že mnohé medzinárodné podniky ešte musia zdokonaľiť ich prístup k tejto problematike, pretože inak marketingová komunikácia v hokejovej forme nebude úspešná a renomé firmy môže byť ohrozené.

Dátum: Podpis študenta